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Asian Resilience Measurement Workshops: Summary Workshop Report – Volume I

Siem Reap, Cambodia

April 18-22, 2016

Manila and Batangas, Philippines

June 6-10, 2016

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¹ Please note that both volume 1 and volume 2 of the Asian Resilience Measurement Workshops summary reports include a separate annex of attachments which include an urban resilience thought piece, two event agendas, and related curricula.

Acronyms

FGD	Focus group discussion
IE	Impact Evaluation
KII	Key Informant Interview
M&E	Monitoring and Evaluation
PAHAL	Promoting Agricultural Health and Alternative Livelihoods Project
PRIME	Ethiopia Pastoralist Areas Resilience Improvement and Market Expansion
RFFEP	Rice Field Fisheries Enhancement Project
RF	Results Framework
RISE	Resilience in the Sahel-Enhanced Project
RMS	Recurrent Monitoring Systems
SABAL	Sustainable Action for Resilience and Food Security project
STRESS	Strategic Resilience Assessment, Mercy Corps
SURGE	Strengthening Urban Resilience for Growth and Equity
TOC	Theory of change
USAID	United States Agency for International Development

Introduction

The Asian Resilience Monitoring and Evaluation Experiential Learning Event provided a hands-on learning opportunity for United States Agency for International Aid (USAID) staff and implementing partners in select south and southeastern Asia countries. The event was comprised of workshop participants from Bangladesh, Cambodia, Indonesia, Nepal, and the Philippines. Designed to train key USAID staff and partners that programmed in an urban and rural settings on advance resilience measurement practices, the event's goal was to prepare resilience-focused monitoring and evaluation (M&E) points of contact to effectively identify and monitor resilience-building efforts in order to provide comprehensive assessments of their respective portfolios. The training built on existing understandings of resilience capacities and their relationship to M&E practices. The initial workshops were delivered in two complementary modules on rural resilience (Module 1) and urban resilience (Module 2).

The first module was delivered in Cambodia, in the Siem Reap district. This module focused on the rural resilience of local fisheries and farming livelihoods in the surrounding Tonlé Sap/Preylong region. The majority of the fieldwork was done along the Tonlé Sap Lake, Cambodia's predominant body of water. Over 1.7 million people live within the area, with an estimated 5% living in the lower floodplain or fishing zone and 60% living in the upper floodplain or agriculture zone. Characterized by rich wetlands, the area is susceptible to climate variability and flooding that has led to a steady depletion of the surrounding natural resources and increased vulnerability to shocks and stresses. Fieldwork was conducted with the assistance of the Rice Field Fisheries Enhancement Project (RFFEP).

The second module was delivered in the Philippines, in the urban setting of Batangas city. The module focused on urban resilience in the municipality of Batangas, a popular tourist location and a program site under the USAID-funded Strengthening Urban Resilience for Growth and Equity (SURGE) program. Batangas has an estimated population just under 2.4 million people with an annual growth rate of 2.24%; its population is expected to double by 2045. Located along the coast, the city is particularly vulnerable to climate change impacts due to exposure to sudden shocks and prolonged stresses, especially sea level rise, erosion, typhoons, storm surges and flooding.

The objectives of the learning event were accomplished through hands-on learning to assess resilience capacities, develop resilience indices and apply these concepts through a program M&E framework.

The objectives of the training were to:

1. Advance resilience capacity assessment and measurement concepts in rural (Module 1) and urban (Module 2) settings by linking household and community resilience to broader system resilience (in and between urban and rural settings) and share these approaches with resilience practitioners;
2. Build implementing partner capacity to measure resilience by helping them understand the latest resilience measurement approaches;

3. Build USAID staff capacity to construct appropriate scopes of work and provide technical guidance to implementing partners to ensure quality M&E products that help build an evidence base for focused resilience efforts.

Volume 1 provides an overview of the sessions for both Module 1 in Cambodia and Module 2 in the Philippines with objectives for each session and a synthesis of the participants' feedback. Volume 2 includes the evaluations of the two modules along with a scorecard of relevant evaluation question feedback.

Module 1: Cambodia

Overview: Despite South and Southeast Asia's rapid economic growth, the region continues to face poverty as well as social and economic inequality. Earthquakes, tsunamis, floods, and other catastrophic natural and manmade disasters plague the region and have a direct impact on the lives of millions of people.² Coupled with this climate variability are population pressure and reliance by households on ever-disappearing sources of water and land needed for their food needs. This combination of local dynamics and drivers has led to increased susceptibility to food price volatility, competition over resources, uncertain production, declining land and tenure security, population displacement, urbanization, regional migration, declining and variable incomes, divestment of assets, and indebtedness. This vulnerability has led to widespread recognition among national governments, regional institutions, the donor community, and humanitarian and development partners that more must be done to enhance the resilience of chronically vulnerable populations in these regions.

To help enhance the understanding of rural resilience for USAID and its partners a workshop was offered in Siem Reap, Cambodia from April 18 – 22, 2016. The aim of the workshop was to build capacity on resilience measurement through understanding of the resilience framework, including how to efficiently manage the planning, implementation, and evaluation cycle and how to measure resilience within a rural context.

The training session took place over five days and consisted of:

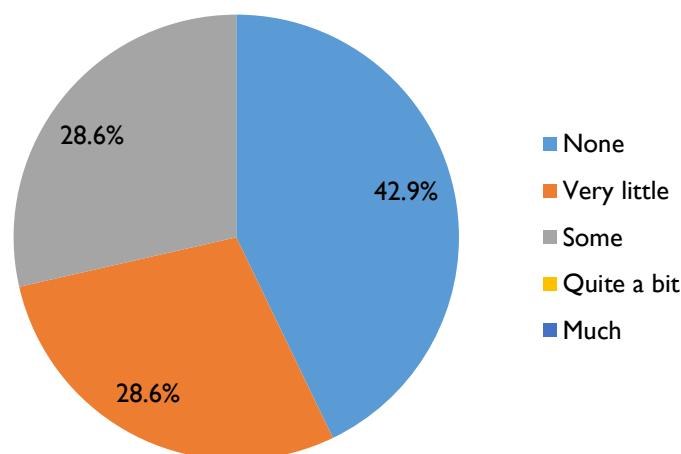
- **Session 1 – April 18:** Introduction to resilience concepts and measurement principles
- **Session 2 – April 19:** Incorporating resilience indicators into assessment design and M&E frameworks
- **Session 3 – April 20:** Field Practice in the Tonlé Sap/Preylong region
- **Session 4 – April 21:** Practical analysis of knowledge and concepts
- **Session 5 – April 22:** Resilience recurrent monitoring and implications for programming

Evaluations for the Asian Resilience and M&E Experiential Learning Event were compiled for pre- and post-workshop and for each session. In the pre-workshop evaluation, participants were asked about their previous experience with resilience monitoring and evaluation. Results indicate that a majority of participants had none to very little experience (71.5%). Those participants that

² UN News Centre. 2014. Asia-Pacific report: World's most disaster prone region experiences three-fold rise in deaths.

alluded that they had some experience (28.6%) cited that they either worked on USAID-funded resilience programs (e.g. Sustainable Action for Resilience and Food Security (SABAL)/Promoting Agricultural Health and Alternative Livelihoods (PAHAL) Nepal) or had attended other resilience-focused workshops in Bangladesh or Nepal. None of the participants indicated that they had extensive experience with resilience monitoring and evaluation.

Figure 1. Pre-workshop Evaluation: How much experience did you have with resilience monitoring and evaluation programming?³



Session 1: Introduction to the Resilience Framework

Participants learned about resilience concepts, analytical frameworks, and measurement principles and how to apply a resilience lens within a rural context. Participants also learned how to measure resilience capacities, shocks and well-being outcomes.

Main objectives:

1. Understanding of shock dynamics and of the multidimensional and multi-level capacities of resilience;
2. Identifying participant familiarity with resilience indicators as a way to enable participants to merge their regional experience with the resilience measurement framework and capacities;
3. Understanding of resilience as a set of capacities that enable households and communities to effectively function in the face of shocks and stresses and still meet a set of well-being outcomes; and
4. Expanding understanding and highlighting the ways indicators are contextualized to a particular environment.

³ The pre-workshop evaluation received zero responses for “quite a bit” and “much.”

Overall evaluation of Session 1:

Overall, the content of the workshop was well received and as one participant indicated, it helped them “[develop] some basic parameters on which we can build resilience measurement framework.” The content was also cited as clearly presented and very informative. Participants liked the small group discussions and the participatory nature of the workshop. The group work was considered “a good contribution to make the participants understand the topics” and participants noted that it allowed them to learn from each other, as the group members were based in different countries. Other participants liked the handout and the examples used.

Improvements suggested for Session 1 include having more real-world examples when describing resilience capacities. It was also suggested that the workshop start with a case study to help “set the stage” for group work. This would help participants “to think more systematically and... conceptualize [and] comprehend the concepts.” Other participants pointed to having handouts with the slides, consistency with the terminology, more group work, more time dedicated to wrap up or review, and simpler tools to understand the concepts presented in the session. Logistically, one participant would have liked to have had more chairs to allow for more ease during break-out discussions in groups.

When asked what they would like to know more about, most of the participants wanted to learn more about measuring resilience and indicators. Of the indicators, one participant was most interested in learning more about indicators under the psycho-social umbrella, such as confidence to adapt and perceived control. They were also interested in learning more from existing data used for these measurements. Two participants wanted to learn more about topics that were not yet discussed but slated to be reviewed in later sessions (e.g., recurrent monitoring and survey development).

Session 2: Incorporating resilience indicators into assessment design and M&E frameworks.

Participants learned how to conduct resilience assessments and what the links are between household and community resilience and wider system dynamics. Examples are drawn from Myanmar and Nepal and were used for this training. Participants were also made familiar with other assessment approaches and how to use secondary data as part of the assessment process. They also developed tools to be tested in the field in Session 3.

Main objectives:

1. Introduction of resilience assessment design and Mercy Corps’ Strategic Resilience Assessment (STRESS) approach.
2. Understanding of the development of a theory of change through the STRESS approach.
3. Better understanding of qualitative tool techniques including methods/techniques, sampling, data collection, data analysis strategy, and the formation of topical outlines.

Overall Evaluation of Session 2:

In this session, participants were introduced to Mercy Corps' Strategic Resilience Assessment (STRESS) tool and the M&E framework to develop qualitative tools to be utilized in Session 3 fieldwork. When asked what went well in this session, participants felt that the content was a "good introduction of the concepts and the [qualitative] tool." The case studies were also appreciated for providing "excellent discussions about developing a theory of change based on findings from the STRESS approach." Similar to Session 1, participants also liked the small group exercises because they provided them the "opportunity to have more clarity." One participant also noted that the slides were easy to understand and follow.

When asked for suggestions to improve Session 2, one participant would have liked earlier instructions to read the supplementary materials/case studies prior to that day's session. Another participant suggested that there be a short exercise on Venn diagrams as a technique to be utilized in focus group discussions or key informant interviews. The only other suggestion was for terminology consistency; instead of using theory of change (TOC), they would prefer to use results framework (RF).

Only one participant indicated that they would have liked to learn more information from this session. In particular, they were interested in how the STRESS approach is different from other assessments, specifically, livelihood assessments.

Session 3: Field Practice in the Tonlé Sap/Preylong region

Participants will travel to field (Tonlé Sap/Preylong region) and applied insights obtained from assessment trainings (Sessions 1-2) and measurement techniques to specific problems. Fieldwork during Session 3 revolved around the Rice Field Fisheries Enhancement Project (RFFEP).

Main objectives:

1. Field experience in the application of assessment approaches and measurement techniques to specific problems.
2. Gain insight on project-level resilience M&E frameworks for future programming.

Overall Evaluation of Session 3:

Session 3 consisted of a field visit to Tonlé Sap/Preylong region where participants applied assessment approaches and measurement techniques learned in earlier sessions. Participants appreciated having the opportunity to go out in the field and to apply the qualitative tool. This provided them with a better understanding of the concepts introduced in Session 2. They also felt that the "logistics and composition of village representatives were great" and the "selection of key informants was good." In particular, one participant noted that the focus group discussions (FGD) with women went well.

Although three participants felt that they were well prepared to conduct FGDs and key informant interviews (KIIs), others pointed to improvements that could be made to better prepare

for future field visits. One respondent would have appreciated “more constructive schedule and protocol/procedure for field visits [as] this would probably help participants to apply different tools/methods (e.g. Venn diagram) during the field data collection.” Other participants would have liked more direction in how to conduct FGDs and KIIs by the workshop facilitators. This includes emphasizing that participants should limit their use of resilience jargon when conducting interviews and providing guidance on how to manage situations where FGDs are dominated by one or a select number of people. Other common suggestion included the need for more translators and time for group discussions, either at lunch or after the field work, to synthesize what they have learned.

Participants were interested in learning more about how to apply this data. They were also interested in how to triangulate the data and address gaps in the information. These topics were addressed in Session 4.

Session 4: Practical analysis of knowledge and concepts

Participants learned practical applications of knowledge and concepts to develop the building blocks of a community assessment and test of assessment tools. After the primary data was collected in Session 3, participants were guided to analyze the primary qualitative data and triangulate the findings with the secondary data. Participants were introduced to impact evaluations (IE) study design and protocols as well as research questions used from the Resilience in the Sahel-Enhanced Project Impact Evaluation (RISE).

Main objectives:

1. Greater understanding of how to analyze qualitative and secondary data, including the use of the triangulation method.
2. Introduction to impact evaluation (IE) study design and protocol.

Overall Evaluation of Session 4:

After the primary data was collected from the field visit, facilitators in Session 4 gave guidance on how to analyze and triangulate the findings. They were introduced to Impact Evaluation (IE) study design. The mapping process was found to be an “excellent learning process” and a “useful tool.” It helped participants “[identify] shocks/stresses, impact/effect, contextual facts and coping strategy” but the exercise was found to be challenging when participants were asked to find relationships between them. One participant commented that it “reminded me of a problem tree analysis but a little more confusing.” However, with more opportunities to participate in similar exercises, participants feel they would “better understand how to put together the map process.” Also, as in other sessions, participants also appreciated having group work. It allowed them “to have group brainstorming and analyzing” that were seen as helpful to “understand the process of thinking.”

Because of the volume of information needed to be processed, one participant commented that the session was too short. They would have liked to have more time discussing how to triangulate secondary data with their findings and how to use this information to develop theory of change statements. This could be accomplished better, in the opinion of a participant, “if we could

discuss this in-depth during group work.” For future workshops, they would like to learn more about how to “prioritize and come up with key action points for projects, interventions, [and] support based on this analysis work” and “how to capture the details of data [that] were not transcribed and coded.”

Session 5: Resilience recurrent monitoring and implication for programming

Participants were asked to consider how to operationalize the findings as part of the program cycle. Participants were introduced to a M&E logical framework, recurrent monitoring, and implications of these findings for future programming. Participants were also introduced to recurrent monitoring surveys (RMS) and how it can be contextualized to South and Southeast Asia region.

Main objectives:

1. Introduction to M&E Logical Framework with a resilience lens
2. Greater understanding of recurrent monitoring surveys (RMS)
3. Initial understanding of how project-level RMS is implemented
4. Additional insight of RMS implementation to participant programming needs.

Overall evaluation of Session 5:

The participants felt that the topics discussed were a “good snap shot” and helped them to better understand “how the resilience measurement should look like.” Recurrent monitoring was a new concept to participants and they appreciated using a real-world case study. One participant suggested that the case study be region specific; however, to date, there are no recurrent monitoring studies in Asia. For this reason, the Ethiopia Pastoralist Areas Resilience Improvement and Market Expansion (PRIME) recurrent monitoring survey in Ethiopia was used. Participants also suggested that more time be allocated to discussing how to convert the mapping process into a logframe. For future workshops, they would also like facilitators to share other monitoring tools with participants. This would include, but not limited to household questionnaires.

Cambodia Overall

The workshop was well received by all participants. Logistically, it was well organized. The participants also felt that the “field visit was exciting,” and the group discussions “enriching.” The information presented by the facilitators was seen as helpful, especially for those in the technical office. In addition to learning about resilience, they saw “how it could really impact the results of [a] development program.” It helped guide participants to begin thinking about how to integrate resilience into their own projects.

To improve the workshop, it was suggested the design component and resilience concepts be shortened in order to focus more on M&E. In the same breadth, it was also suggested that the concepts be further deconstructed (e.g. social capital) so that they are better understood on a more practical level. Participants would also like more practice designing a logframe. A follow-up was

recommended to gauge how much of the information gleaned from the workshop was utilized in programmatic design across projects in the area and to also have this serve as an opportunity for participants to learn from each other.

Module 2: Philippines

Overview: South and Southeast Asia's rapid economic growth has created one of the fastest urbanizing regions in the world. Dense population centers around Asia are growing at an overwhelming rate of 1.5% annually and are predicted to house over 64% of Asia's population by 2050.⁴ While, urbanization is a signal of economic growth and opportunity, it can also present sizable problems, stressing resources and increasing the vulnerability of urban centers and impoverished populations. Currently, almost one-third of the Asian urban population lives in extreme poverty with less than \$1.51 a day.⁵ Urban areas in coastal areas and flood plains are especially susceptible to natural disasters which can overwhelm urban infrastructure and unprepared public services in crowded, resilient deficient cities. Coupled with social and economic inequalities, resulting market instability, food price volatility, displacement and environmental health hazards highlights the necessity to create more resilient urban areas. To enhance resilience a workshop was offered from June 6-10, 2016 in the Philippines to promote a better understanding of how to analyze urban contexts using a systems approach and resilient frameworks and measurements.

The overall training approach used a mix of plenary presentations interactive exercise, small group breakout sessions and hands-on case study exercises. Key concepts of the workshop were to:

- Define resilience, analytical resilience frameworks and how these relate to the context of rapid urbanization in Asia;
- Understand systems approaches to urban resilience analysis, program design and theories of change as a foundation for urban resilience measurement; and
- Develop resilience measurement frameworks, their components – including resilience capacities, shocks and stressors, responses and well-being outcomes – and how these apply to monitoring urban resilience and evaluating program results.

The workshop was composed of five modules over five days. The modules included:

1. Familiarization of resilience concepts, analytical frameworks and measurement principles through an urban lens;
2. Greater understanding of resilience measurement components, including capacities, systems, shocks and stresses and well-being outcomes within monitoring and evaluation frameworks;
3. Fieldwork and interviews (communities, businesses, and government officials) in Batangas municipality on the effect of systemic constraints, shocks and stresses on urban resilience;

⁴ USAID (2016). Urban Resilience Measurement. Mercy Corps.

⁵ Ibid.

4. Using a strategic resilience assessment framework to analyze field data, including the use of system maps to understand and identify urban resilience contexts, capacities and an urban resilience theory of change; and
5. Introductions of monitoring and evaluation methods through an urban resilience measurement framework lens.

For each session this report will discuss what the overall impression were of the participants and some of the insights or concepts that were learned from the day's sessions.

Session 1: Resilience concepts, analytical frameworks and measurement principles through an urban lens

This session began with an assessment of the participants' understanding and familiarity of resilience before reviewing the basic concepts and ideas of urban resilience and how these key concepts are connected to an analytical resilience framework. Inclusive of this were basic design understandings; identifying vulnerable, marginalized populations in a given context, a systems context of a given population and the constraints and challenges within those systems that affect that population. Furthermore, the session looked to introduce this framework from an urban resilience lens through selected case studies.

Main objectives:

1. Learn how different participants understand and work with resilience in their own program;
2. Review common definitions and frameworks for resilience;
3. Apply resilience framework to urban areas;
4. Analyze vulnerable populations, systemic constraints and the effects of shocks and stresses through urban case studies; and
5. Use case studies to identify resilience capacities that could address systemic constraints and mitigate shocks and stresses.

Overall evaluation of Session 1:

The overall ranking⁶ for day one was high. Feelings from participants were positive with an overall score of good (4). Additionally, most found the session to be relevant (average score 3.9) to their current work and thinking on urban resilience and measurement. Concepts that were felt to be the most useful were concerning resilience measurements. Participants appreciated the review of basic resilience concepts, as well as greater understanding of frameworks and principles surrounding resilience and how those concepts and characteristics can be applied to urban resilience. The session concepts were clearly communicated (average score 3.8) and with strong facilitation (average score

⁶ Rankings were based on participant response to a series of evaluation question given at the end of each session. There were 16 responses for Day 1, 10 responses for Day 2, 13 responses for Day 3 and 4. The Day 5 evaluation form was for the overall workshop, not just the individual day. There were no ranking questions asked in the Day 5 evaluation, therefore Day 5 is not part of the Workshop Scorecard (Annex 7).

4.1) by the presenter. Group discussions (average score of 3.8) and group work were found useful for reviewing and understanding concepts of resilience, particularly in conjunction with the Indonesian and Indian case studies. However, some of the participants felt that additional time for group exercise would have been beneficial, adding that some of the overall context and goals of the workshop were not entirely clear. Some participants felt that better examples could have been used, especially for more developed concepts such as system-level capacities and transformative change. One participant noted that case studies were difficult with post-lunch fatigue. Nevertheless, most participants had positive takeaways and insights from the first day. Most responses indicated a greater understanding of resilience thinking and its application to identifying urban problems and solutions. Additionally, many took away a better grasp of resilience capacities and the understanding of the need to index these capacities to well-being outcomes. Resilience measurement and how resilience can be applied to program design were also highlighted, along with how shocks and stresses are “co-related” often leading to similar pathways. Another clear takeaway was that resilience was a means and not an end goal.

Session 2:⁷ Resilience measurement components within monitoring and evaluation framework

This session looked to build off Session 1 by introducing how a resilience measurement framework can capture the role of resilience capacities in contributing to well-being outcomes. The module provided a breakdown of the resilience components of capacities, shocks and over-all wellbeing outcomes. This session also made the connection between resilience measurements and monitoring and evaluation design and the importance to mapping both pre- and post-shock responses in achieving overall well-being outcomes. Another key component was the introduction of Mercy Corps’ STRESS methodology and vulnerability assessments as a means for applying a resilience lens in urban program design. The STRESS methodology was a component of the preparations for the field visit in Module 3.

Main objectives:

1. Introduce the basic framework for resilience measurement;
2. Identify difference between development monitoring and evaluation and resilience measurement;
3. Use case studies to develop and identify resilience indicators for a resilience M&E plan;
4. Gain deeper understanding of resilience capacities and indices at household and systems level;
5. Understand the connection between resilience measurement and M&E;
6. Review approaches to vulnerability assessments to inform urban programming;
7. Introduce the STRESS methodology for urban resilience program strategy and measurement;
8. Apply the scoping phase of an urban STRESS process to the case study of Batangas;

⁷ Session 2 was a combination of session 2 and session 3 from the Mercy Corp Urban Resilience Measurement: An Approach Guide and Training Curriculum (2016).

9. Develop preliminary hypotheses of what issues must be addressed to ensure a resilient Batangas; and
10. Identify knowledge gaps and areas of validation for field work.

Overall evaluation of Session 2:

The overall evaluation for day two also had high marks. Participants viewed the overall training session to be good (3.5) with similar scores of relevance (3.7) to their current work. Overall facilitation (3.8) was again high and the concepts were clearly conveyed. For this session, group exercises were found to be very beneficial, with a near excellent mark of (4.7). A majority of the participants reported that the most useful components of the day's session involved preparation work for the upcoming field visit in Batangas. Others also indicated that the connection between the discussions on STRESS to resilience indicators was important. One participant found the discussion section to be too long, but otherwise participants seemed to express that the session either was useful or offered new insights that could be helpful towards their current work. Some of the insights included a better understanding of the course material from the previous day and clearer insight on systems and perceptions. Some participants stated that learning of the STRESS methodology was their important takeaway and one participant found the case study of Indonesia particularly insightful for their work.

Session 3:⁸ Fieldwork and interviews (communities, business and government officials) in Batangas

This session was completed in the municipality of Batangas. Field data were collected for an urban resilience program design using questionnaires and interviews. Interviews were done with community members, businesses and government officials.

Main objectives:

1. Collect field data; and
2. Improve qualitative research techniques.

Overall evaluation of Session 3:

Participants viewed the overall field experience to be good, with a group average of four. Most of the participants responded that the most useful result of the day's session was the opportunity to have direct experience with the communities, officials, and issues in the city. Many felt that this experience allowed them to better appreciate and recognize the difficulties and challenges of the communities. Additionally, participants noted that understanding context and applying theory can lead to practical action.

⁸ Session 3 represents session 4 of Mercy Corps Urban Resilience Measurement: An Approach Guide and Training Curriculum (2016).

Many participants observed that the primary limitation to the field exercise was the limited number of interviewees. Participant felt that some informants were not the “right” people, which lead to the wrong information being collected. Others felt that the interviewee might not have been an appropriate representative of the group that was trying to be captured. Some believed it would have been helpful to have SURGE members there to help explain the role of the government within the context of the local realities.

The primary take away from the exercise was understanding the context and challenges faced by the stakeholders as being important to developing resilience strategies. For one participant, there was an improvement in better understanding how to collect data within groups, saying it was more effective and efficient.

Session 4:⁹ Using a strategic resilience assessment framework to analyze field data

This module looked to review data collected during the field exercise and apply an urban systems mapping and analysis methodology. Exercises in this module focused on systemic constraints and shocks and stresses for developing a systems map that shows the flow of problems and stresses and shocks. The session then looked to identify resilience capacities and formulate a theory of change based on identified well-being outcomes.

Main Objectives:

1. Synthesize learning and observations from field visit using the resilience framework;
2. Develop a systems map for urban resilience;
3. Identify resilience capacities to mitigate shocks and stresses in the context of Batangas;
4. Develop a results framework, or theory of change, for urban resilience.

Overall evaluation of Session 4:

Participants overall felt that using the systems mapping and analysis methodology was an important component of the workshop (average 3.9). Many participants felt that systems mapping helped to give them an overall sense of the major issues and problems being faced by the community members in Batangas. Some expressed that the methodology allowed them to view shocks and stresses from a broader systems context, where it was clearer how one shock can cause another shock and how these were therefore interlinked. This gave them greater understanding of the overall “scenario from a resilience point of view,” which gave them better insights on to define the scope of the interventions and activities.

However, there were also some respondents whom were not entirely clear on the process, asking for clarification on “urban systems” or who were unsure of how urban mapping would help with resilience measurement. One respondent felt there needed to be greater explanation on how mapping a smaller community could “fit” into an analysis of the larger city system of Batangas. As one respondent noted, “I have learned a lot, but there is still a lot of questions to be answered.” A

⁹ Session 4 represents session 5 of Mercy Corp Urban Resilience Measurement: An Approach Guide and Training Curriculum (2016).

couple of respondents indicated that the mapping session might have been too long and that the analysis could have been done in half a day.

Yet the participants still took away a greater understanding of the complexity of urban systems and how a comprehensive picture of the shocks, stresses and challenges can identify the most vulnerable and can be used to plan activities. Some respondent noted that system mapping helped to organize the field data in a logical order, which allowed for a better understanding of the cause and effect of urban shocks and stresses.

Session 5:¹⁰ Introduction of monitoring and evaluation methods through an urban resilience measurement framework lens

This session looked to consider the practical application of the resilience framework. The session focus was on resilience measurement and recurrent monitoring and evaluation. The session moved from standard monitoring and evaluation frameworks to emphasizing how to measure the effect of post-shock responses on well-being outcomes.

Main objectives:

1. Review core concepts of the resilience measurement framework;
2. Compare the resilience measurement framework to standard M&E frameworks;
3. Review practical methods for measuring resilience;
4. Understand post-shock and recurrent monitoring methods; and
5. Understand how to measure losses avoided and shocks reduced.

Overall evaluation of Session 5

The evaluation of Session 5 allowed participants an opportunity to provide feedback on the overall training in order to finalize learnings and concepts on urban resilience measurement. Please note that there were no ranking questions asked in the Session 5 evaluation, therefore, Session 5 is not part of the Workshop Scorecard (see Annex 8 in Volume 2). Please see Philippines Overall below for a more detailed discussion on the participants' perspective on the Module 2 training.

Philippines Overall

Overall the module 2 workshop was successful. This was in part demonstrated by the pre- and post-test scores of the participants. Most of the participants scored individually better on the post-test, while the overall average score for the group went from 12.7 (pre-test) to 15 (post-test). Additionally, individual session rankings all averaged above a 3.5, with an overall ranking of 3.9. In fact, there was only one poor score (2) given by a participant during the entire workshop.

¹⁰ Session 5 represents session 6 of Mercy Corp Urban Resilience Measurement: An Approach Guide and Training Curriculum (2016). Additionally, Session 5 represents the last day of the Workshop. Due to time constraints Session 7 from the Mercy Corp Training Curriculum was not done.

Participants found the most useful aspects of the workshop to be: guidance on resilience measurements, the field visit to Batangas, and group discussions. Participants also agreed that the workshop was able to contribute not only to their understanding of resilience measurement but also gave a greater understanding of how to conceptualize resilience projects. Participants also felt that they could apply both general resilience concepts and resilience measurement towards their future work.

Some of the participants' key takeaways were: how to incorporate thinking on shocks and stresses into program planning, how to do recurrent monitoring along with program monitoring, a better understanding of how USAID conceptualizes resilience and that resilience as a concept is a "means and not an end." However there also remained some outstanding questions after the workshop particularly concerning measurement, how to measure urban resilience, how to model it, how to determine which capacity to strengthen and if USAID will be producing a guide for future resilience measurement. This was also what participants would have most liked to have seen emphasized for the future; more on resilience measurement. In general, while it seemed that a great deal was learned from the workshop on resilience and resilience measurement there are still questions concerning how to practically apply the concepts. As one participant noted that the feeling was that they had only talked for "one hour about how to actually measure resilience." However, participants still indicated that it was "a great training."

End-of-Workshop Survey Results

Based on participant surveys, both workshops had overall positive results and most participants found them to be successful in meeting workshop objectives. Participants from both modules thought the workshops were well facilitated, though some more complex concepts could have been further explained. For example, some Module 2 participants felt that systems mapping could have been further clarified; Module 1 participants thought that there were some inconsistencies in the usage of resilience terminology. However overall the feelings were that the workshop content was well communicated. Two well-received components in both modules were group discussions and case studies. Participants in both modules expressed similar sentiments, suggesting discussions and analyzing case studies helped to clarify concepts and facilitate learning. This led to the two most-suggested recommendations: 1. Discussion sessions were too short, and 2. More case studies and examples would have been helpful. The latter recommendation was especially seen when participants commented on more complex concepts, such as system mapping and system-level capacities. However, this did not impede the learning process, as participants in both modules expressed gaining more or better understanding of concepts surrounding both resilience and resilience measurement.

Participants in both modules found the fieldwork to be the most helpful component to understanding the course material. There was an overall feeling that the fieldwork allowed them to see complex course concepts through a practical lens, thus helping them understand the overall importance of capacity building and resilience measurement for project design. A recurring recommendation from the fieldwork sessions concerned interviews: all participants expressed some concern about the interview process. Module 1 participants suggested that they could have been

better prepared for focus group discussions and key informant interviews. Module 2 participants suggested that the number of key informants was limited, that some were not the “right” people and that better USAID SURGE participation could have helped. Lastly, all participants expressed the importance of learning and being able to apply the STRESS approach and methodology. This feedback testifies to the overall success of the workshops.

Few recommendations for changes to the modules were provided, though some suggested logistical improvements such as more chairs or adjusting the schedule for “post lunch fatigue.” Overall most participants felt the workshops could expand on measurement topics and examples, even suggesting to shorten or eliminate other sessions to allow more time to discuss how to “actually measure” resilience. This recommendation could also be seen as a testament to the workshop’s success and suggests that most participants were stimulated to learn more about how to apply resilience measurement to their specific projects.

References

UN News Centre. (2014). Asia-Pacific report: World's most disaster prone region experiences three-fold Rise in deaths.

USAID (2016). Urban Resilience Measurement. Mercy Corps.